MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2017/2018

BMG3824 – CROSS CULTURAL MANAGEMENT

(Distance Education)

6 MARCH 2018
9.00 – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 6 pages with 2 sections, excluding cover page.
2. **Section A**: Multiple Choice Questions (50 Marks). Answer **ALL** questions.
3. **Section B**: Structured Questions (50 Marks). Answer **ALL** questions.
4. Please shade your answers for Section A in the multiple-choice answer sheets; and write your answers for Section B in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (50 marks)
Answer ALL questions.

1. International managers can benefit greatly from cultural sensitivity because it _____.
   A. enables them to develop appropriate policies
   B. enables them to understand cultures better, by using stereotypes
   C. helps them protect the organization from outside influences
   D. helps them increase the long-term orientation of the organization

2. Global managers who exhibit cultural intelligence and cultural sensitivity will most likely be able to _____.
   A. negotiate effectively in expatriate assignments
   B. request bonuses for overseas job assignments
   C. implement technological changes quickly
   D. conduct efficient performance appraisals

3. Which of the following is a drawback of organizational culture?
   A. dishonesty toward organization
   B. reduced cooperation
   C. lack of commitment
   D. resistance to change

4. An international manager can best develop an understanding of a particular culture by _____.
   A. creating a cultural profile for that country or region in which the firm does business
   B. assuming that his or her own cultural styles and practices can be successfully followed in the host country
   C. using stereotypes to develop cross-cultural understanding in a business setting
   D. hiring locals rather than expatriates for management positions in overseas subsidiaries

5. According to Trompenaars's value dimensions, which of the following is true of the universalistic approach?
   A. It emphasizes applying rules and systems objectively.
   B. It focuses on expressing emotions openly.
   C. It emphasizes relationships.
   D. It focuses on separating work and private life.

Continued...

6. People in Singapore and Denmark are inclined toward long-term planning. According to the GLOBE project, such societies score high on _____.
   A. performance orientation
   B. assertiveness
   C. humane orientation
   D. future orientation

7. Which of the following is true about monochronic and polychronic cultures?
   A. Monochronic cultures experience time in a linear way; polychronic cultures view time as having a past, present, and future.
   B. Monochronic cultures treat time as a tool for bringing order to life; polychronic cultures tolerate many events occurring simultaneously.
   C. Monochronic cultures experience time in a nonlinear way; polychronic cultures focus on only one single event at a time.
   D. Monochronic cultures tolerate many events occurring simultaneously; polychronic cultures treat time as a tool for bringing order to life.

8. Managers from Italy and Mexico would most likely express their emotions openly during a business situation, while managers from England and Japan would most likely consider such behavior unprofessional. Which of the following Trompenaars's value dimensions explains this difference in behavior and attitude?
   A. universalism versus particularism
   B. neutral versus affective
   C. specific versus diffuse
   D. achievement versus ascription

9. Posture, gestures, facial expressions, and eye contact are examples of _____.
   A. kinesic behavior
   B. proxemics
   C. paralanguage
   D. object language

10. _____ refers to the assumption that every member of a society or subculture has the same characteristics or traits without regard to individual differences.
   A. Diversification
   B. Posturing
   C. Stereotyping
   D. Parochialism

Continued...

11. According to the GLOBE project, which of the following cultural dimensions refers to how much people in a society are expected to be tough, confrontational, and competitive versus modest and tender?
    A. humane orientation
    B. assertiveness
    C. future orientation
    D. performance orientation

12. Which of the following will help an international business manager cultivate trust in cross-cultural communications?
    A. staying away from conflicts that need to be addressed
    B. making communications as formal as possible and refraining from open communications
    C. socializing when possible and making friendly contacts with persons involved
    D. establishing trust and achieving hidden agenda without being conspicuous

13. Brenda is the head of a sports firm in Sweden. In order to communicate effectively with her workers, Brenda should _____.
    A. build friendly relationships and encourage two-way dialogues
    B. communicate information in a direct and explicit way
    C. communicate information with facts and figures
    D. exchange gifts with her employees frequently

14. When preparing for cross-cultural negotiations, managers should first evaluate their own negotiation styles in order to _____.
    A. understand the reasons for failing or succeeding in domestic negotiations
    B. determine how they differ from the norm in other countries
    C. analyze the various stages of the negotiation process
    D. assess all social and cognitive influences

15. _____ is the process of getting to know one's contacts in a host country and building mutual trust before embarking on business discussions and transactions.
    A. Exchange of task-related information
    B. Relationship building
    C. Conflict management
    D. Persuasion

Continued...

16. During a business meeting in the United States, a relaxed posture is acceptable, but in Europe or Asia such body language would most likely be interpreted as _____.
    A. personal space invasion
    B. rudeness
    C. curiosity
    D. reluctance

17. According to Hofstede, societies that accept strong hierarchical boss-subordinate relationships are high on _____.
    A. uncertainty avoidance
    B. collectivism
    C. individualism
    D. power distance

18. According to Hofstede, the tendency of people to look after themselves and their immediate family and to place less emphasis on the needs of the society is known as _____.
    A. power distance
    B. uncertainty avoidance
    C. individualism
    D. masculinity

19. Blackmoor Industries is an American firm that manufactures automotive parts. The firm has several manufacturing facilities in the U.S. and one in a foreign country. Blackmoor's global managers have recently reported that workers in the foreign facility are more comfortable with the traditional division of work and roles. Consequently, flexible roles and work networks are unlikely to find favor in this particular facility, unlike in those spread across the U.S. If the above information is true, which of the following can be fittingly inferred?
    A. Blackmoor's foreign facility is located in a low uncertainty avoidance culture.
    B. Blackmoor's foreign facility is located in a highly individualist culture.
    C. Blackmoor's foreign facility is located in a masculine culture.
    D. Blackmoor's foreign facility is located in a low power distance culture.

20. The process by which a firm's managers evaluate the future prospects of the firm and decide on appropriate strategies to achieve long-term objectives is called _____.
    A. strategic planning
    B. strategic delegation
    C. organizational design
    D. product planning

Continued...

21. Due to the high demand for its handmade soaps in Canada, Fragrance Exotica, an Indian Soap manufacturer, has decided to open a new manufacturing unit in Canada, thereby expanding overseas. In this scenario, which of the following reasons prompted Fragrance Exotica to set up a manufacturing unit overseas?
    A. trade barriers
    B. manufacturer demands
    C. customer demands
    D. tax incentives

22. Low power distance implies that _____.
    A. people would be more likely to prefer an autocratic leadership style
    B. most people would be more comfortable with the traditional division of work and roles
    C. people would be more motivated by teamwork and relations with peers
    D. most people would be more comfortable with a clear distinction between managers and subordinates rather than with a blurring of decision-making responsibility

23. Which of the following is true about collectivist cultures?
    A. People place high emphasis on autonomy, opportunities for personal achievements, and a work–life balance.
    B. People are motivated when they feel that the company is providing them with good working conditions, fringe benefits, and training.
    C. People typically opt for high pay, personal accomplishment, and job advancement.
    D. People typically opt for risky opportunities for variety and fast-track advancement.

24. Modern leadership theory recognizes that _____.
    A. no single leadership style works well in all situations
    B. the charismatic style of leadership works well in all situations
    C. the democratic style of leadership works well in all situations
    D. the democratic, or participative, leadership style is less likely to have positive results with U.S. employees.

25. In _____, people are more comfortable with the traditional division of work and roles.
    A. highly masculine cultures
    B. highly feminine cultures
    C. cultures characterized by low power distance
    D. cultures with low uncertainty avoidance

Continued...

SECTION B: STUCTURED QUESTIONS (50 marks)
Answer ALL questions.

1. a. Explain the differences between high- and low-context cultures. (6 marks)
   b. Using the United States and China as examples, which country's communication is low context and which is high context? (4 marks)

2. a. Give THREE (3) examples of cultural differences in the interpretation of body language. (6 marks)
   b. What is the role of nonverbal communication in business relationships? (4 marks)

3. Discuss the FIVE (5) stages in the negotiation process and how culturally-based value systems influence these stages. (20 marks)

4. Give examples to explain how can we use Hofstede's four dimensions – power distance, uncertainty avoidance, individualism, and masculinity – to gain insight into leadership-subordinate relationships around the world? (10 marks)

End of Page